



Customer Experience Survey

**2016 Survey of
Westerly Staff**

June 2016

Survey Conducted by and
Summary Report prepared by

Human Resources

Survey Background

Background

In April 2016, the Town Manager's Office (TMO) asked the Human Resources Department (HR) to assess how well the department was performing its functions in assisting the Town of Westerly's staff. The survey asked staff to evaluate the previous 12 month period and the interactions they have had with the HR Department. The survey was intended to gauge HR's current status in the "customer" experience areas of accessibility, consistency, accuracy, friendliness, and effectiveness, and to develop baseline data.

Process

The HR Department built the survey using the SurveyMonkey tool. The survey was deployed both electronically (via e-mail) and hard copy. Points of contact (POCs) were designated in departments where a large portion of the staff have limited or no access to e-mail. These departments included; Public Works, Utilities, and Police. Hard copies of the survey were delivered to the POCs, who then handed them out to staff, as well as, collected completed surveys. The POCs then forwarded all completed surveys to Human Resources to enter into SurveyMonkey.

The survey was open for a two and a half week period beginning on May 10 and ending on May 27. E-mails were sent to staff on a weekly basis to remind them of the survey and to encourage participation.

Altogether, 65 of 164 Town employees completed the survey, which is a 40% completion rate. 54 surveys were completed online and 11 via paper.

Survey Design

The survey contained 11 questions divided into 6 sections; Contact, HR Performance, Reasons, Communications, Employee Perception, and Improvement. The Contact section focused on whether the employees had any contact with HR in the past 12 months. The HR Performance section focused on several factors pertaining to the service provided by HR. The Reasons section focused on which topics staff were contacting HR about. The Communications section focused on the best methods for employees to receive information from HR and for HR to receive information from the employees. The Employee Perception section focused on the overall feeling between union/non-union groups and the Town. The survey closed with the Improvement section, which were open ended questions focused on soliciting feedback on ways HR can increase service levels.



In 2016, **65** staff responded to the survey.

86%

- **81.4%** - E-mail was the most effective way for HR to communicate with staff.
- **86%** read e-mails from HR all or most of the time.
- **55.81%** stated periodic employee surveys are the most effective way for HR to receive feedback from staff.

Perception of HR:

HR is friendly and collaborative: **4.33 out of 5**

HR maintains confidentiality: **4.18 out of 5**

HR strives to provide high quality service: **4.07 out of 5**

58%

- **58% - Benefits: Health, Dental, Life Insurance, FMLA** was the most cited reason staff contacted HR
- **39.53% - Employee / Labor Relations: Policy questions, Union Contracts, Grievances and Discipline** was the second most cited reason for contacting HR.

Survey Response

Please select the most appropriate responses from the choices:	2016
I have not had any interactions with HR in the past 12 months.	14.06%
I have had interactions with HR in the past 12 months, but choose not to complete the survey.	10.94%
I have had interaction with HR in the past 12 months and will complete the rest of the survey.	75.00%
Thinking of all the interactions you've had with HR in the past 12 months, please indicate to the extent you agree or disagree with the following statements regarding HR Staff:	2016 5-point Scale Avg.
Are friendly and collaborative	4.33
Maintain confidentiality of my issues	4.18
Provides accurate information	3.86
Strives to provide high quality service	4.07
Provides the information I need when requested in a timely manner	4.02
Provides consistent information	3.88
Are easily accessible when I have questions or need assistance	4.05
Provided a resolution to my concern or issues	3.88
Thinking of all the interactions you've had with HR in the last 12 months, the best customer service you've received was:	% in 2016
In person	62.79%
By phone	11.63%
By e-mail	16.28%
Did not have any interactions with HR in the past 12 months	2.33%
Other	6.98%
In the past 12 months, what was the general reason you contacted HR:	% in 2016
Benefits: Health, Dental, Life Insurance, FMLA	58.14%
Retirement: Pension, 401(a), 457	23.26%
Employee / Labor Relations: Policy Questions, Union Contracts, Grievances, Discipline	39.53%
Talent Acquisition: Submitting a job bid, applying for a position, participating in a recruitment process	6.98%
Safety and Wellness	18.60%
Performance Management	11.63%
Other	16.28%
Labor Relations: (For Union Employees Only)	2016 5-point Scale Avg.
In general, the relationship between the unions and Town is healthy, collaborative, and based on mutual respect	2.73



Survey Response

Employee Relations: (For non-union employees only)	2016 5-point Scale Avg.
In general, the relationship between the non-union employees and the Town is healthy, collaborative, and based on mutual respect	3.14
How often do you read e-mails or other communications from HR?	% in 2016
Never	6.98%
Rarely	0.00%
Some of the Time	6.98%
Most of the Time	9.30%
All of the Time	76.74%
Which is the most effective way for HR to communicate information regarding new programs/initiatives with you?	% in 2016
E-mail	81.40%
Town Website	0.00%
Bulletin Board	9.30%
Other: (Meetings, In-person)	9.30%
Which is the most effective way for HR to receive feedback from you?	% in 2016
Periodic Employee Surveys	55.81%
Through your supervisor/chain of command	18.60%
Other: (Meetings, in-person, e-mail)	25.58%



Survey Response

Open Ended Questions:

In your opinion, is there any area you feel HR can improve upon? Please be specific. If none, please write N/A. 22 non-applicable's (N/A) were deleted. Comments were copied straight from the survey document and were neither altered nor proofread.
Not waiting until the last minute to make changes that effect everyone's well being.
Return phone calls in a timely manner. If only to acknowledge a call had been received.
1 month training with the person who has the job before he/she leaves. There is no way to get a good grasp on an entire industry & learn the computer in 2 weeks. Very stressful to be thrown into a position with nobody there who knows the responsibility of the job.
Consistent Staffing
LOL
Health Benefits & Raises
I would try to make explanation of HR information easier to understand.
Be better prepared when entering into contract negotiations; Town Manager attends collaboration meetings and is not properly prepared.
Paperwork for seasonal hires
I believe HR is already improving. Stability and confidentiality is extremely important.
Confidentiality!!!
I believe this department should have two full time members available as it did in the past to run effectively.
Have knowledge of contract and benefits offered, and maintain a positive relationship with all town personnel. Unfortunately you have to play both sides to keep everyone happy. If employees don't feel they have your respect, you won't be trusted
Team building, morale, recruitment, salary review, job description development, employee handbook, wellness program, benefits assessment, incentive programs, employee recognition programs.
Employees should have a stronger voice or at least a more effective avenue to be heard. There should be better communication and interaction with upper level management to ensure 'team' recognition and understanding of employee's opinions.
we use to (quite a while back) get regular emails from the then payroll/hr combined person regarding any changes to or errors that may have occurred in processing the payroll or any new info regarding deductions, insurance etc.. just a regular update on fed /state law changes etc that applied to employees.. this has not happened in ages and we now have to seek out the info which at times is not easy . this may not apply to HR now, but that's where they used to come from.



Survey Response

Is there any topic, issue, or concern you feel HR could clarify or provide additional information on? If none, please write N/A.

24 non-applicable's (N/A) were deleted.

Comments were copied straight from the survey document and were neither altered nor proofread.

when a policy is changing it should be changed for everyone at the same time not in groups of people.

Communication

Insurance/pension

Health Insurance

What happens to the accumulated deductible with the proposed new health plan.

Healthcare

Clothing Attire

compensation packages

define/quantify what is a "seasonal hire"

Non union staff benefits

Benefits

health benefits

It's given that the economic climate over the last 15 years has caused for reduction in staff, benefits and salary adjustments in every municipality while at the same time increasing the workload and expected level of service from Staff. While the difficult economic climate is routinely recognized, the extra effort from employees is not. Most of us understand the situation and quietly push on but there is no reward or even recognition of this additional demand and/or performance. Salary adjustments may not be doable, but offering non-monetary benefits or other types of incentive would help, at the very least, recognize the amount of work and time that some of us put in. Things like additional time off or stipends or other non-monetary benefits would help with morale and simple recognition would go a long way in forwarding a 'team' atmosphere.



Major Take-aways

Major Take-Aways

- HR's highest scoring marks were in the areas of: friendly and collaborative, maintaining confidentiality, providing high quality service.
- HR's lowest scoring marks were in the areas of: providing accurate information, providing consistent information, and providing a resolution to concerns and issues.
- A score of 2.73 out of 5, would indicate that unionized staff tend to disagree more than agree that the relationship with unionized staff and the Town is healthy, collaborative, and based on mutual respect.
- A score of 3.14 out of 5, would indicate that non-unionized staff tend to be neutral more than agree that the relationship with the non-union staff and the Town is healthy, collaborative, and based on mutual respect.
- Benefits, Employee / Labor Relations and Retirement questions dominate on the reasons people are contacting HR with these three spheres of HR representing 70% of all contacts.



About Westerly's Human Resources

Mission Statement

The Human Resources Department is committed to hiring, compensating, and developing the Town's workforce to ensure its ability to serve residents by strategically partnering with other Town departments. We are dedicated to the fair and equitable treatment of all individuals whether resident, applicant, or employee by providing support, advice, or guidance in an ethical, courteous and timely manner.

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